

Board Selects 20 For Competitive Development Group

A board convened in January 2001 to select individuals for the Army Acquisition Corps Competitive Development Group (CDG) Year Group 02. Twenty individuals were selected from 63 applicants to participate in this 3-year career development program. Each applicant went through a stringent board selection process for the opportunity to be provided expanded leadership and management training and cross-functional experience in the various acquisition career fields. (For more detailed information about the CDG Program, see the article on Page 29 of this issue.)

Congratulations to all those selected to this program! Selectees and their employing agencies are shown below.

Ballard, Janet	AMCOM
Collier Jr., Samuel	AMCOM
Cryderman, Marque A.	TACOM
Falling, Barbara G.	AMCOM
Featherston, W. Daniel	AMCOM
Fletcher, Janet	PEO, Aviation
Goodman, Eric	CECOM
Hiltunen, Kenneth R.	TACOM
Isbell, Janice	AMCOM
Khong, Thuan	AMCOM
Kim, Abraham	CECOM
Kowalik, Jacquelyn S.	SMDC
McCoy, Mark W.	TACOM
McPherson, Gary L.	MATREADACT
Nichols, Marvin W.	PEO, Tactical Missiles
Sellers, Ray K.	AMCOM
Smith, Millie	AMCOM
Traylor, John B.	AMCOM
Voltz, Robert J.	STRICOM
Yocom, Roger L.	AMCOM

Amendment Changes Education Requirements

In a measure aimed at improving the professionalism of DOD's contracting workforce, Section 808 of the *Floyd D. Spence National Defense Authorization Act for FY01* has amended 10 U.S.C. §1724, *Contracting positions: qualification requirements*. Section 808 mandates new minimum education qualification requirements for all new entrants into positions in the GS-1102 occupational series or similar military occupational specialty positions. The change also applies to contracting officers with authority to award or administer contracts above the simplified acquisition threshold.

Previously, the education requirement for contracting personnel was a baccalaureate degree or 24 semester credit hours (or the equivalent) in designated business-related disciplines or successful completion of an approved equivalent competency examination.

Currently, the Defense Acquisition Workforce Improvement Act (DAWIA), as amended by Section 808, mandates that to qualify for a contracting position, an individual must have earned a baccalaureate degree and have completed at least 24 semester credit hours (or the equivalent) from an accredited institution of higher education in any of the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management. Section 808 eliminates the examination option and, furthermore, deletes the "grandfather clause" previously included in the qualification requirements for contracting personnel.

On Jan. 16, 2001, the Office of the Secretary of Defense (OSD) issued interim guidance that clarified some of the issues regarding Section 808. The guidance stipulated that the new requirements constitute a qualification standard versus a quality ranking factor. Under a qualification standard, a person must meet the requirements to be considered basically qualified. A person to whom Section 808 applies but who does not meet the qualification standard requirements cannot be hired or assigned into an 1102 position without first meeting the requirements or being granted a waiver under 10 U.S.C. §1724(d). Next, the interim guidance interpreted the applicability of the waiver provision in Section 1724(d), which refers to an "employee or member." OSD stated that because applicants and recruits are not "employees" or "members" of DOD, they are not eligible for waivers.

Lastly, the guidance announced that civilian employees who did not meet the requirements of Section 1724(d), as amended, but who occupied a career ladder position prior to Oct. 1, 2000, may be promoted up to the full performance level, provided that the employee meets all the other requirements for advancement. These promotions do not require a waiver.

The most recent guidance, issued by OSD in a memo dated March 21, 2001, *Changes in Education Requirements for the Acquisition Workforce*, declared that the education requirements mandated by Section 808 apply only to civilian employees and military members entering contracting positions after Sept. 30, 2000. Therefore, those excluded from the new requirements include DOD civilian personnel who occupied GS-1102 positions, military personnel in equivalent positions, and those personnel in contracting officer positions with authority to award or administer contracts above the simplified acquisition threshold prior to Oct. 1, 2000. You may access the memorandum outlining exclusions at <http://www.acq.osd.mil/yourfuture>. Click on "the new 1102 qualification standard." DAWIA, Section 1724, as written prior to the Section 808 amendment, continues to apply to exempt personnel. However, all personnel, including those excluded from the new requirements, are highly encouraged to earn a baccalaureate degree and 24 semester credit hours (or the equivalent) in business-related disciplines for professional and personal development.

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Contracting certification standards should also be applied in accordance with the OSD guidance. Those personnel who are excluded from Section 808 requirements are also exempt from the amended education requirements for the purpose of certification. However, a baccalaureate degree and at least 24 semester credit hours (or the equivalent) in business-related disciplines are required for the certification of new entrants as of Oct. 1, 2000.

Organizations must submit requests for waiver, in accordance with 10 U.S.C. §1724(d), for all civilian and military personnel who have encumbered contracting positions since Sept. 30, 2000, but do not meet and who are not exempt from the Section 808 qualification requirements. Principal Assistants Responsible for Contracting or similar authorities should submit requests for waiver for Army personnel on a DD Form 2591, *Department of Defense Contracting Officer-Waiver Request*. Requests for waiver can be forwarded to Department of the Army, Office of the Deputy Assistant Secretary of the Army for Procurement, ATTN: SAAL-ZP (Steve Hamilton), Skyline 6, Suite 302, Falls Church, VA 22041.

All personnel who require assistance or guidance regarding the DAWIA qualification requirements for contracting professionals can contact their acquisition career manager (ACM). ACMs can also advise personnel who want to complete additional training and education. ACM contact information is available at <http://dacm.rdaisa.army.mil/>. Click on **Your Acquisition Management Team**.

AETE Board Results

The Acquisition Career Management Office is pleased to announce results from the Acquisition Education, Training and Experience (AETE) Board, which met in January 2001 to review applications for training and educational opportunities. Listed below are the personnel selected and their AETE opportunity:

Name	Requested Opportunity
John Chapman	Harvard University
Mark Dixon	School of Choice
Anthony Echols	University of Texas/ Senior Service College
Robert Golden	Harvard University
Beverly Harbin	School of Choice
Keith Harbin	School of Choice
James Neubauer	School of Choice
Matt D. Price	School of Choice
MAJ Leon Thurgood	University of Pennsylvania, Wharton School
Yancy Williams	University of Pennsylvania, Wharton School

The AETE Board, which meets biannually in January and August, recommends acquisition workforce members for education, training, and experience opportunities supported by the Army Acquisition Corps (AAC). The *AETE*

Catalog provides a list of these opportunities, outlines eligibility requirements, and describes the application process. The catalog can be accessed on the AAC home page at <http://dacm.rdaisa.army.mil>, and click on the Acquisition, Education, Training & Experience Catalog icon on the right side. The next board will convene in August, and the closing date for applications is 30 days prior to the board. Specific AETE dates will be posted on the AAC home page at <http://dacm.rdaisa.army.mil>.

Both military and civilian applicants must meet position requirements, be members of the Army Acquisition and Technology Workforce, and be currently assigned to a workforce position. **Applicants must also meet the requirements and prerequisites stipulated in the *AETE Catalog* for the registered opportunity.** The AAC philosophy requires that a career development plan balance training, education, and experience. A panel of AAC members evaluates the application packages. Selections are based on need, applicability, and appropriateness of the requested opportunity. Official notification of the board results is provided to the applicants approximately 30 days after completion of the board.

Acquisition career managers can assist in preparing board packages. A list of telephone numbers and e-mail addresses by regions is on the AAC home page.

DAU Internet And Hybrid Courses

The Defense Acquisition University (DAU) is converting traditional resident DAU courses into distance learning opportunities via the Internet. This initiative provides individuals greater access to courses and results in DAU travel and per diem cost savings. Many courses have already been converted to online formats or transitioned to a "hybrid" configuration (one part online and one part resident). For example, one of the latest conversions to a hybrid configuration is ACQ 201 (Intermediate Systems Acquisition). This course, released in March 2001, requires individuals to take the first part of the course via the Internet and then attend a 1-week resident class.

Hybrid courses require individuals to register first for the resident class. Once enrolled, students are automatically registered for the online portion of the course and sent notification and instructions by e-mail. Typically, students are given 60 days to complete courses or portions of courses that are conducted online. Hybrid courses require additional planning on the part of the student. It is necessary to enroll early in the resident portion of the course to allow sufficient time to complete the online portion.

Re-Engineering PMT 302

Another initiative of DAU is the re-engineering of PMT 302 (Advanced Program Management Course). This course has been re-engineered to support workforce members requiring Level III certification in program management and those selected or desiring to become program managers (PMs). The result is the creation of three new PMT

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courses: PMT 250 (Program Management Tools Course), PMT 352 (Program Management Course), and PMT 401 (Advanced Program Management Course).

PMT 250 was developed as a Web-based course and is currently available. PMT 250 will be required for Level II certification starting October 2001 and will be the prerequisite for PMT 352. PMT 352 will be a hybrid-training course required to obtain Level III certification in program management. When this article was written, the resident length of PMT 352 was expected to be 4 to 5 weeks, and it was expected to be available starting in fall 2002. PMT 401 will be the designated course for newly selected PMs (or those desiring to become PMs), and PMT 352 will be the prerequisite for enrollment.

For more information on the conversion of DAU courses to online and/or hybrid versions, log on to the ATRRS Internet Training Application System (AITAS) at <https://www.atrrs.army.mil/channels/aitas/>. *Reminder:* Army acquisition personnel must use AITAS to apply for all DAU courses, whether they are online, hybrid, or resident. Army acquisition workforce personnel must also have the DAU course(s) approved on their automated individual development plan before applying in AITAS. For a complete list of courses, including those online, check out the DAU Web site at <https://dau5.fedworld.gov/dau/index.htm>.

AAC Reserve Stack

The U.S. Army Command and General Staff College Acquisition Education and Training Program (AETP) administrators recently established an Army Acquisition Corps (AAC) reserve stack in the Combined Arms Research Library at Fort Leavenworth, KS. Books in this stack are reserved for AAC officers attending the Command and General Staff Officer Course.

The reserve stack consists of those books on the AAC reading list (see *Army AL&T* September-October 2000), as well as copies of *Who Moved My Cheese* by Spencer Johnson (see review on Page 62), *Serious Play* by Michael Schrage, and *Arming the Eagle* by Wilbur D. Jones Jr.

AETP administrators plan to increase selection by continuously purchasing books for the reserve stack.

PERSCOM NOTES . . .

AY01/02 Senior Service College Slate Announced

The U.S. Total Army Personnel Command recently announced that the following Army Acquisition Corps officers are slated to attend Senior Service College at the schools indicated during academic year (AY) 01/02.

Army War College (Carlisle Barracks, PA)

Bell, Anthony B.
Bliss, Gary L.
Gwilliam, Jeffrey
Janker, Peter S.
Maddux, Jonathan A.
McDaniels, Lloyd E.
Norgaard, Kevin R.
Pecoraro, Joseph E.
Rust, Stephen L.
Vaughn, John
Willey, Jeffery D.

Industrial College Of The Armed Forces (Fort McNair, VA)

Chase, Deborah J.
Coker, David W.
Fuller, Peter J.
Incorvati, Anthony R.
Kendrick, Robert III
Lambkin, Glenn D.
Nichols, Camille M.
Patterson, William N.
Price, Nancy L.S.

Acquisition Fellowship (University Of Texas, Austin, TX)

Conley, Joe E.
Diego-Allard, Victoria
Mancuso, August R.
Payne, Jerome F.
Stone, Jesse M.

Air War College (Maxwell Air Force Base, AL)

Mahanna, Cory W.

Australian College Of Defence And Strategic Studies (Canberra, Australia)

Stautz, Thomas R.

FY03 Congressional Fellowship Program

HQDA has announced that the FY03 Congressional Fellowship Program will be conducted August 2002-November 2003. This program offers top Army officers an outstanding opportunity to receive valuable training and experience by serving as staff assistants to members of Congress. Fellows are typically given responsibility for drafting legislation, arranging congressional hearings, writing speeches and floor statements, and briefing congressional members for committee deliberations and floor debates.

The U.S. Total Army Personnel Command's (PERSCOM's) Acquisition Management Branch (AMB) will convene a review board in August 2001 to nominate Army Acquisition Corps officers for the program. On Dec. 4, 2001,

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the Army Congressional Fellowship Selection Board will review the list of nominees and make final selections.

To be eligible for the program, officers must meet the following criteria:

- Hold the rank of major or lieutenant colonel with no more than 17 years Active federal commissioned service as of Jan. 1, 2002;
- Be a graduate of the Command and General Staff College (resident or nonresident);
- Be branch qualified at current rank;
- Meet height and weight requirements in accordance with Army Regulation (AR) 600-9, *The Army Weight Program*;
- Have no adverse actions pending; and
- Have potential for future military service.

The Congressional Fellowship Program begins with an August-December 2002 HQDA orientation and attendance at the Force Integration Course and a variety of meetings and seminars. Following the orientation, fellows complete a classroom phase and then serve as staff assistants to members of Congress from January-November 2003. After completing the program, officers will incur an Active duty Service obligation of no less than three times the length of the fellowship (per AR 350-100) and then serve a 2-year utilization assignment in a position that requires knowledge of congressional activities.

To apply for the FY03 Congressional Fellowship Program, officers should complete DA Form 4187, *Personnel Action*. The form must be approved and signed by the individual's field grade supervisor or equivalent and forwarded by Aug. 15, 2001, to PERSCOM, ATTN: TAPC-OPB-E (Paula Bettes), 200 Stovall Street, Alexandria, VA 22332-0411.

Additional information on the Congressional Fellowship Program is available at the Office, Chief Legislative Liaison Web site at <http://www.hqda.army.mil/ocll> or on AMB's Web site at <http://www.perscom.army.mil/opfam51/ambmain.htm>.

FY02 White House Fellows Program

The President's Commission on White House Fellows annually selects exceptionally promising individuals to serve as White House fellows. The White House Fellows Program is an opportunity for officers to receive unique training and firsthand experience in the process of governing the Nation. Fellows write speeches, help review and draft proposed legislation, answer congressional inquiries, chair meetings, conduct briefings, and assist high-level government officials. In the past, fellows have worked for the vice president, the White House Chief of Staff, and the National Security Council.

Candidates for the White House Fellows Program must participate in a highly competitive process. Applicants are expected to have a record of achievement in their careers, the skills necessary to serve at the highest levels of government, and above-average leadership potential. To be eligible for the program, officers must meet the following criteria:

- Be a U.S. citizen;
- Have no more than 19 years Active federal commissioned service as of Sept. 1, 2002;
- Be available for a 2-year utilization tour following the fellowship;
- Be branch qualified at current rank;
- Have no adverse actions pending;
- Meet height and weight standards in accordance with Army Regulation 600-9, *The Army Weight Program*;
- Have a graduate degree;
- Have no Army educational requirements system utilization obligation; and
- Have potential for future military service.

The U.S. Total Army Personnel Command's (PERSCOM's) Acquisition Management Branch (AMB) will conduct a review board in late August 2001 to select Acquisition Corps officers for nomination to the program. The first step for interested Acquisition Corps officers is to submit a DA Form 4187, *Personnel Action*, requesting consideration for the program. The DA Form 4187 must be approved and signed by the applicant's field grade supervisor and forwarded to PERSCOM, ATTN: TAPC-OPB-E (Paula Bettes), 200 Stovall Street, Alexandria, VA 22332-0411. The suspense date for submitting an application is Aug. 15, 2001. Officers are encouraged to review and update their official military personnel file (on microfiche) prior to submitting their application. Applicants should also verify with their assignment officer that all college transcripts and a current photo are on file at AMB.

PERSCOM Headquarters will forward Army officer nominations to the president's commission prior to Feb. 1, 2002. Regional finalists will be selected in March, followed by the selection of national finalists in May. The president's commission is scheduled to announce names of selected fellows in June 2002. Once selected, the fellows will relocate to the Washington, DC, area to begin the program. The fellowship year runs from September 2002 to August 2003. This is followed by a 2-year utilization assignment that will begin in September 2003.

Officers incur an Active duty Service obligation (ADSO) for a period of three times the length of the fellowship. The ADSO begins the day after the fellowship is completed.

Additional information is available online at <http://www.whitehousefellows.gov/home.html> or <http://www.perscom.army.mil/opfam51/ambmain.htm>. (Click on Training and Education, then White House Fellowship Program.)

FY02 LTC/GS-14 PM/AC Board Results

The U.S. Total Army Personnel Command's (PERSCOM's) Acquisition Management Branch recently completed an analysis of the FY02 Lieutenant Colonel (LTC)/GS-14 Product Manager (PM)/Acquisition Command (AC) Board results and overall command opportunity for Army Acquisition Corps (AAC) officers and civilians. The selection board was held Nov. 14-22, 2000, and the list of selectees was released April 26, 2001. The following paragraphs summarize the results and possible trends.

Overall Results

Board members reviewed the files of 261 AAC members. From this population, the board selected 47 principals for PM and AC assignments. The selectees included 39 acquisition officers, 6 civilians, 1 officer who was revalidated, and 1 Army Medical Department (AMEDD) officer. Overall selection rate was 18 percent. The military selection rate was 18 percent (39/212), and the civilian selection rate was 12 percent (6/49). Officer results by year group (YG) are as follows (these results do not include the revalidated or medical officers): YG85 (3), YG84 (30), YG83 (4), YG82 (0), and YG81 (2).

Who Was Selected?

All of the civilians and 27 of the 30 officers (90 percent) selected to be PMs had at least 2 years in a program office, major headquarters staff experience, and a variety of career-broadening jobs. Eight of the 9 officers (89 percent) selected to be contracting commanders have at least 4 years of contracting experience at the Defense Logistics Agency; U.S. Army Materiel Command; Forces Command; or in the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology. Three of the six civilians selected are in the Competitive Development Group. Thirty-eight of the 39 officers (97 percent) and 5 of the 6 civilians (83 percent) selected have master's degrees. Six of the 39 officers (15 percent) had not been previously selected for resident Command and General Staff College.

General Observations

Consistently strong evaluations were common among selectees. All selected officers received at least one above-center-of-mass (ACOM) officer evaluation report (OER) under the new DA Form 67-9, with strong supporting narratives from senior raters. Officers with ACOM OERs in company command and overall ACOM or center-of-mass-plus (COM+) performance were competitive. Officers that had all COM OERs under the new DA Form 67-9 were not competitive for command. Selection for command is extremely competitive. Most of the officers were selected on their first or second time considered. Four of the six civilians were selected on their first time considered. Military officers and civilians made themselves competitive by expanding their scope of training, education, and experi-

ence in a variety of jobs. The six selected civilians had very strong comments on their Senior Rater Potential Evaluation (SRPE).

To be competitive for PM, an individual should have program office experience. However, there is no evidence that consecutive or repetitive program office tours better qualify an individual for PM selection. Contracting officers require extensive contracting training and experience in pre-award and post-award contracting. Success in other acquisition positions (Department of the Army staff or joint assignments) enhances overall file strength and selection.

Command Opportunity

Command opportunities for AAC officers during the past 4 years compare favorably with the Army average of 12-16 percent. The AAC continues to afford officers and civilians a healthy opportunity to command.

Summary

Before future PM/AC boards convene, it is imperative for officers to personally "scrub" their Officer Record Brief and microfiche to ensure accurate information is conveyed to LTC board members. Officers should request a copy of their fiche at least 180 days prior to the board convening. Traditionally, the board meets in November each year. The AMB will scrub packets for officers in the zone of consideration 30-45 days prior to the date of the board. If your official photo is more than 3 years old, replace it. Prior to taking a new photo, check your awards, branch, and U.S. insignia, etc. Attention to detail makes a difference.

To be competitive for future selection as a PM or commander, captains and majors should seek career-broadening experiences. Officers should seek positions that offer experiences in program management, combat developments, testing, and contracting. With a limited number of positions available in program offices, PERSCOM will continue to rotate captains and majors at approximately 24-month intervals to ensure a sufficient pool of experienced, qualified officers for future PM and command positions. Officers who want to be competitive for contracting commands should seek contracting officer positions in pre-award, post-award, and contingency contracting officer environments.

Civilians should also take time to ensure that their application package is complete and contains all required documents. Special attention should be given to ensuring the accuracy of data on the Acquisition Career Record Brief (ACRB). Dates on the ACRB should match dates on accompanying documentation. "Fresh" ACRBs may be obtained from acquisition career managers and submitted with application packages. Discrepancies in the record such as missing evaluations should be explained. Remember, the application package reflects your career and defines your training, education, and experience to the board. Civilians must also stress to their supervisors the importance of the SRPE form. Weak comments or the lack of comments may negatively impact the board's selection decision.

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FY02 LTC/GS-14 PM/AC Selectees

All selectees are lieutenant colonels unless otherwise indicated.

Bezwanda, Haribaru (CIV)
Bither, David Edwin
Blyth, Jeffrey Brown
Bogardts, Allen Lee
Carpenter, Robert Cameron
Crabb, Jeffrey Alan
Dukes, Beatrice S.
Earl, Arthur John
Edwards, Keith Richard
Ellis, Carl Mason
Ellis, William (CIV)
Fletcher, James Paul
Guinta, Joseph Anthony Jr.
Green, William Leslie III
Greene, Bradley D.

Healy, Edward Augustine Jr.
Ikirt, Steven Clark
Jenkins, Kennedy Elwood
Jennings, Kevin Nathan
Kihara, Steven Wayne
Klumpp, Joseph Jerome
Lamb, William Leetch
Lepine, Paul Raymond
Madden, Michael (CIV)
Malatesta, Mark L.
Manning, Barry George
McVeigh, Bryan Jay
Moore, David Murdock
Nicolella, Anthony John
Oday, Sean Patrick
Oelberg, Gregory Porter
Oxford, John Raymond Jr.
Pietruszka, Raymond (CIV)

Rice, David John
Robinson, Keith Wayne
Roitz, Frederick Paul
Shalosky, Christopher Angelo
Shifrin, Scott Erwin
Stockel, Eugene Francis
Tubell, Wallace John Jr.
Vanrassen, Michael Jeffrey
Verille, Michael (CIV)
Vollmecke, Kirk Fredrick
Walsh, Damon Thomas
White, William (CIV)
Winters, Brian Christopher

AMEDD

Hines, Claude Jr.



LESSON 6



"You don't know what you can get away with until you try."

You know the expression, "it's easier to get forgiveness than permission." Well, it's true. Good leaders don't wait for official blessing to try things out. They're prudent, not reckless. But they also realize a fact of life in most organizations: if you ask enough people for permission, you'll inevitably come up against someone who believes his job is to say "no." So the moral is, don't ask. Less effective middle managers endorsed the sentiment, "If I haven't explicitly been told 'yes,' I can't do it," whereas the good ones believed, "If I haven't explicitly been told 'no,' I can." There's a world of difference between these two points of view.